



Navy Human Resources Community

Strategic Plan

2010 - 2015

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MISSION FIRST - PEOPLE ALWAYS

CHARTING THE COURSE FOR THE NAVY TOTAL FORCE



Swearing in at Memphis MEPS station.

"Our Sailors, Navy civilians, and their families underpin our Maritime Strategy and are the foundation of our nation's global force for good. We have great ships, aircraft, weapons, and systems, but it is our skilled and innovative Sailors who turn these ships, aircraft, and technologies into capabilities that can prevent conflict and win wars."

– Adm. Gary Roughead, Chief of Naval Operations
9 March 2010

I. Introduction – Why an HR Strategic Plan?

Today, America faces unique national security challenges. These include global population changes, serious economic difficulties at home and abroad, bids for regional and global power, the proliferation of weapons of mass destruction, and a global struggle against terrorism and irregular warfare. In addition to these challenges, the military must compete for resources and operate within a world where the exceptional rate of technological change outpaces capabilities and policies. The U.S. Navy plays a vital part in meeting these national security challenges by executing its mission areas throughout the globe on a daily basis.

To successfully execute its mission and meet its goals, objectives and priorities, the U.S. Navy must have a highly competent and efficient workforce prepared to meet a variety of challenges and changing objectives. The Human Resources (HR) community is pivotal to accomplishing these objectives by executing policies and programs to attract, recruit, develop, assign and retain the best possible enlisted, officer, and civilian personnel to best support the organization. With the maximization of our available human resources, our Navy can gain the edge and create optimal readiness and improved capability to meet our global objectives. The Navy must create a human capital investment strategy capable of placing the right people with the right skills, at the right time and place, and at the best value, to execute its global missions.



Rear Admiral Cynthia Covell

II. Message from HR Community Leadership

(Rear Admiral Cynthia Covell)

We, as Navy Human Resource Officers, must be the leaders in developing and executing HR solutions to build and sustain the Navy Total Force (NTF) now and in the future. Every HR officer must fully contribute to achieve our vision of being the "recognized leaders in Navy and Joint Human Resource solutions."

As the Department of Defense continuously balances warfighting requirements in a constrained fiscal environment, HR officers must be at the forefront helping to grow and shape the force at the best value to our Nation. Our community mission to "deliver HR expertise to define, recruit, develop, assign and retain a highly skilled workforce" requires each one of us to get involved in executing this Strategic Plan.

The plan is a "Call to Action" for all HR officers. Our focus will be to continue to operationalize work-life balance and continuum of service initiatives, fully integrating HR processes for the Navy Total Force (active, reserve and government civilians). All HR Officers must work actively to execute this plan. Each of us must represent the HR community within Navy and DoD and engage throughout the Fleet to apply our skills where they are needed the most.

Finally, we must not only continue to perform to the very best of our ability in every assignment, but we must also continue to develop skills to be the very best at what we do. Each of us must continue to enhance our knowledge, skills and abilities in our chosen field. This includes focusing on Continuous Process Improvements (CPI) and staying abreast of new and innovative HR solutions. HR certification is highly valued as is advanced education in an HR field. Expertise in our four core competency areas is critical to our future success. You must strive to become the "go to" HR expert. In addition, we must continue to strengthen our alignment with the Naval Postgraduate School in Monterey. Our strong connection to the Graduate School of Business and Public Policy and our link to the HR Center of Excellence (HRCOE) is critical to sustain our competitive edge. Thesis topics must remain relevant to current MPTE Issues and the HRCOE will continue to grow as our center of continuous learning and resource repository.

III. Overarching Guidance and HR Community Role

The Human Resources Community (120X) is one of the Department of the Navy's most strategic and critical assets in the provision of manpower, personnel, training, and education (MPTE) expertise in support of DoN mission accomplishment. It has been charged with "delivering HR expertise to define, recruit, develop, assign, and retain a highly-skilled workforce for the Navy Total Force mission." To further support the overall MPTE domain, the HR Community's established vision and strategic priorities are aligned with the Navy's Total Force Vision for the 21st Century (NTF-21) and Navy Personnel Command's 2020 Vision.

Cascading Missions

CNO Goals for 2010 -

- Executing the Maritime Strategy
- Instill in our uniformed and civilian force a focus on mission and individual readiness that is underpinned by our Navy ethos.
- Attract, recruit, develop and retain a diverse, high-performing, competency-based and mission-focused force and ensure the welfare of our Sailors, Navy civilians and their Families.



CNO(MPT&E) Mission (2010)

Attract, recruit, develop, assign and retain a highly skilled workforce for the Navy.



NPC Mission (2009)

Manning the fleet with ready Sailors - supporting their ability to serve from beginning to end.



HR Community Mission (2010)

Deliver HR expertise to define, recruit, develop, assign, and retain a highly skilled workforce for the Navy Total Force Mission.



Two HR officers discuss strategy.

Cascading Strategic Priorities/Plans

SECNAV Human Capital Strategy (2007)

- Produce and employ the right people with the right skills, at the right time and place, and at the best value, to support or accomplish 21st century naval missions.



Cooperative Strategy for 21st Century Seapower

- "As it has always been, these critical tasks will be carried out by our people - the key to success in any military strategy."
- "Prepare Our People..."
 - Professional development and unit training
 - Operations as an integrated team
 - Expanded Interagency teaming through training, education, and assignments.



CNO (MPT&E) Navy Total Force Vision for the 21st Century

- Responsive to the Joint Warfighter
- Competitive for the Best Talent in the Nation
- Diverse
- A Learning Organization
- Leader in Human Resource Solutions



NPC 2020 Vision

- Deliver Effective Manning to Support Fleet Readiness and Future Needs.
- Enable Maximum Contribution of all Sailors, Careers
- Foster an Effective Organization and Workforce



HR Community Strategic Plan (2010-2015)



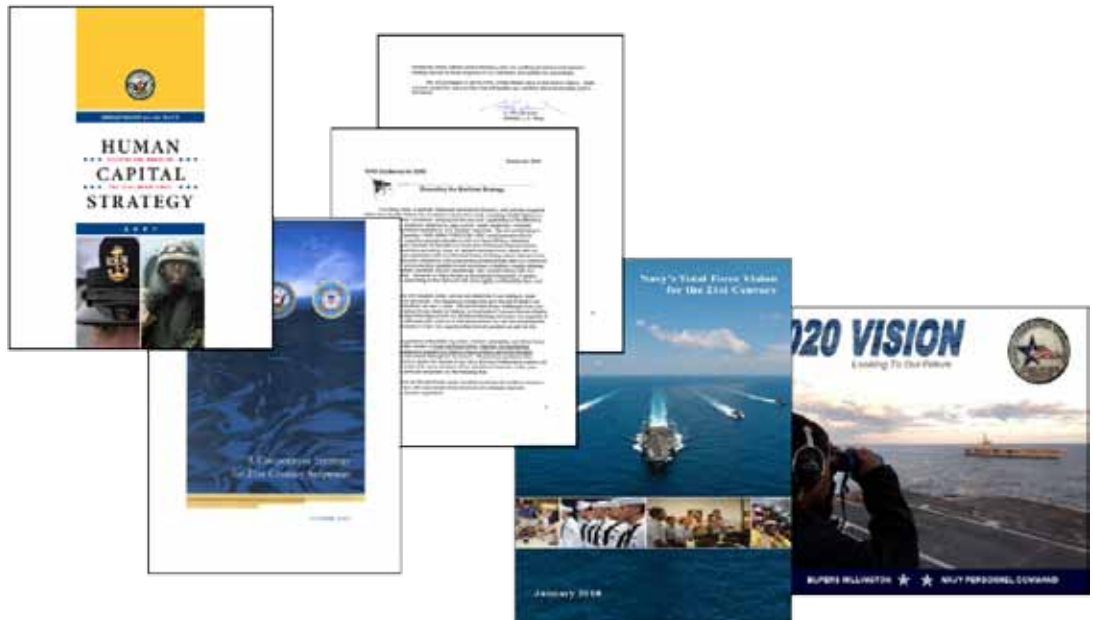
Battle Stations drill at Naval Training Center Great Lakes, Ill.



HR officers conduct a team building exercise.



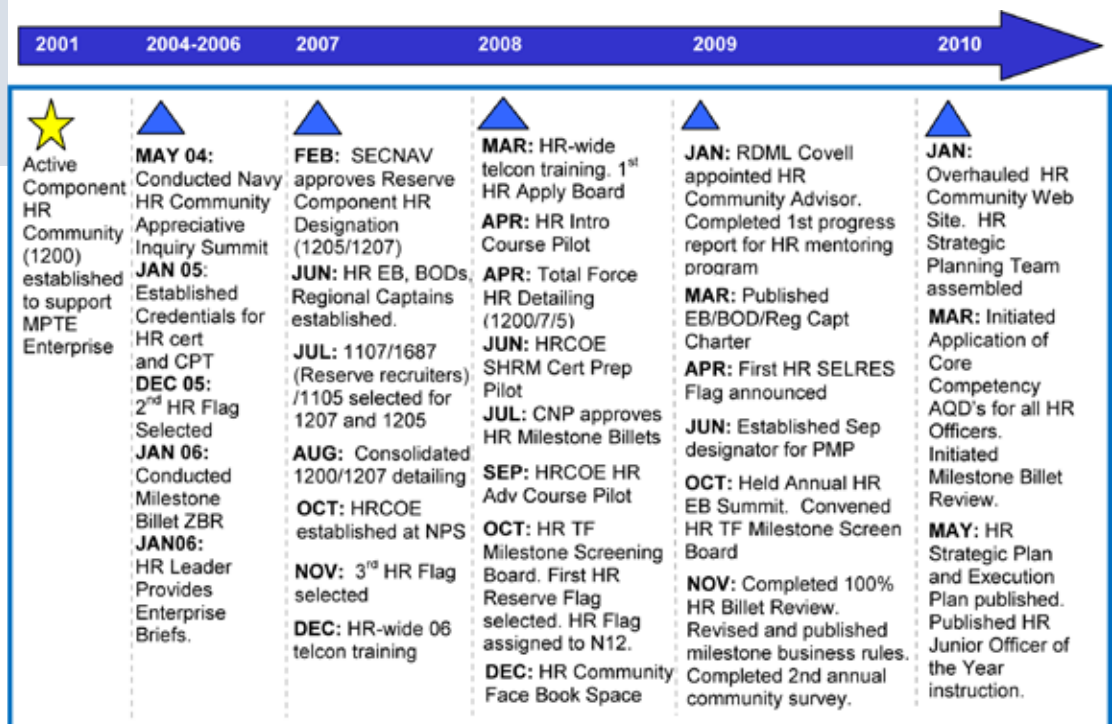
CAPT McGowen, Commanding Officer of Naval Support Activity Mid-South, listens to a student read at Millington Elementary School.



CAPT Martin, Commanding Officer of the Chicago Naval ROTC Consortium, inspects incoming freshmen at Naval Station Great Lakes, Ill.

IV. Human Resources Community History

The Active Component HR designator 1200 was established in October 2001 to respond to the growing demands for specialized skills in human resource strategy and analysis. Total Force integration required harnessing expertise from all components--active, reserve, civilian, and contractor. In February 2007, the Reserve Component HR designators 1205/1207 were established. In July 2007, the HR Executive Board and Board of Directors convened to provide continued leadership and vision to the community's development.



V. HR Community Leadership Construct

The HR Community Sponsor is the Chief of Naval Personnel.

The HR Community Advisor is designated by the HR Community Sponsor as the lead HR Flag Officer to make decisions, implement initiatives, and establish priorities specifically focused on the Navy HR Community.

The HR Community is represented by HR Flag Officers from the 1200 and 1205 designators. The HR Admirals are intimately involved in determining HR Community priorities, establishing our vision and missions, and directing and guiding our community's efforts to execute HR service delivery to the Fleet, Sailors and our Families.

The HR Executive Board is a team of senior HR leaders that assists our community sponsor and flag leadership to recommend, guide, and oversee actions and policies governing all HR mission areas.

The HR Board of Directors is a team of senior HR leaders representing each of the HR Community Core Competency Areas: Management, Development, Requirements and Recruiting. The HR Board of Directors provides information and updates to the EB and HR Community Advisor on the strategies, initiatives, and activities of each represented competency area.

The HR Regional Captain Network. Within each Navy Region, there is a senior HR Officer assigned as the Regional Captain. The Regional Captain is responsible for the strategic communications and dissemination of community information within their respective geographic region. Types of information sharing include CCAs, billet assignments, individual career management and development, mentoring, Brown Bag luncheons, and networking.



Officers render honors during a change of command ceremony.

VI. Navy Strategic Imperatives

The success of the HR Strategic Plan is directly tied to the success of NTF-21. As the Navy HR Strategic Plan is a living document, it will be reviewed and updated as required to support and align to the Navy mission.

NTF-21 Strategic Imperatives:

- Responsive to the Joint Warfighter
- Competitive for the Best Talent in the Nation
- Diverse
- A Learning Organization
- Leader in Human Resource Solution

NTF-21 Key Enablers:

- Innovation and Collaboration
- Fiscal Discipline
- Work and Workforce described by Competencies
- Supportive Information Technology Solutions



A recent ceremony held for the HR community.



Rear Admiral Flanders escorting Peruvian President Garcia at Arlington National Cemetery's Tomb of the Unknown Soldier.



CDR Neuser, Commanding Officer of NRD Nashville, gives a presentation on the Navy's global maritime strategy.

VII. Navy HR Strategic Plan

HR Officer Community Professional Development: The Human Resource Community is focused on utilizing our expertise in manpower, personnel, training, and education to achieve the community's vision in support of DoN mission accomplishment. To do this our HR officers must be trained and ready in all facets of Human Resources.

HR Officer Community Values	HR Officer Skill Sets: HR Officers are educated and trained in the following advanced skills:	HR Officer Core Competency Areas:
Sustained Superior Performance	Manpower Analysis	Total Force Manpower Requirements & Analysis
Milestone Tour	Recruiting	Total Force Recruiting
Master's Degree	Personnel Policy & Compensation Analysis	Total Force Personnel Management
HR Certification (PHR/SPHR/GPHR)	Training/Education Technology	Total Force Training and Education Development
HR-Related Proven Subspecialty/NOBC	HR Information Systems	
Joint Education (JPME I/II)	Risk Management	
Joint Tour, JSO	Human Systems Integration	
GSA/IA/Mobilization	Operations Research/Analysis	
	Joint MPTE Development	
	Strategic Planning	
	Requirements Determination	
	Financial/Econometric ROI	
	Forecasting	
	Human Performance Technology	

HR Strategic Plan Model: This strategic plan and accompanying execution plan will provide the perpetual planning, evaluation, and assessment process necessary to achieve the vision and respond to changing Department of Defense priorities and missions. The model will cascade from vision down to action.



Vision: “Be the recognized leader in Navy and Joint Human Resource solutions, building the 21st Century Navy Total Force.”

Mission: “Deliver HR expertise to define, recruit, develop, assign, and retain a highly skilled workforce for the Navy Total Force.”

- We deliver innovative human resource solutions to ensure that the Navy is 100% combat ready, delivering the right person, with the right skills, at the right time, and at the best value.
- The HR solutions we provide are essential to meeting the needs of all our customers including the joint warfighter and their families. They are adaptive, responsive, relevant and diverse to empower and enable the Navy’s greatest asset - our people.



A group of HR officers posing for a photo.

Strategic Mission Areas:

Recruitment – Ability to attract, identify and recruit the best-qualified candidates for accession in accordance with requirements.

Education, Training and Development – Formal and informal processes designed to enhance an employee’s knowledge, skills and abilities resulting in professional and personal growth.

Manpower Analysis and Requirements – Assessment, analysis, development and financial management of personnel/manpower requirements to support needs of NTF.

Force Shaping – Development, implementation and financial management of programs and policies to properly shape the force now and for the future. Right Sailors, in the right place, at the right time.

Personnel and Family Readiness – Services provided to support personnel and family needs and quality of life.

Strategic Imperatives:

1. Responsive to the Fleet, Sailors, and Families: Answering our customers’ articulated needs, and addressing their challenges with our HR expertise.
2. Leader in HR Solutions and Innovation: Anticipating our customers unarticulated needs providing solutions before problems develop.
3. Integrated team providing world-class HR services: Developing and aligning the HR expertise (military & civilian) to execute our mission and achieve our vision.

Strategic Objectives:

Strategic Objectives for SI #1 (Responsive to the Fleet, Sailors and Families):

- Fleet 1: Develop Navy HR strategy for Joint Warfighters and Warfare Enterprises
- Fleet 2: Expand HR community capabilities and expertise at sea in support of the Total Force
- Fleet 3: Provide HR expertise to all Navy HR-related initiatives
- Fleet 4: Support improvements to family and personnel readiness

Strategic Objectives for SI #2 (Leader in HR Solutions and Innovations):

- Innovation 1: Leverage R&D, modeling and analysis to find innovative HR solutions
- Innovation 2: Develop strategic Navy HR network
- Innovation 3: Attract, recruit, and retain the best of our nation’s diverse talent for the NTF
- Innovation 4: Increase involvement as functional managers on HR management system initiatives

Strategic Objectives for SI #3 (Integrated Team Providing World-class HR Services):

- Team 1: Ensure HR community management improves continuously
- Team 2: Leverage opportunities to integrate the NTF HR community to include AC/RC officer, enlisted, and civilian
- Team 3: Review NTF HR services delivery for efficiency and effectiveness



Officers training on the next course of action.



An HR officer prepares for a brief.



HR Officers strategize at the HR Center of Excellence, Naval Postgraduate School.

Appendix A:

Navy Human Resources Community

Execution Plan

Document Purpose

The following execution plan is the operational document for the Navy Human Resources Community Strategic Plan from May 2010. Its purpose is to support the delivery of the agreed upon strategic objectives and is intended to be a dynamic, living document which will provide flexibility to meet emerging requirements and changes in the manpower, personnel, training and education environment.

Execution Plan Outputs

The Navy Human Resources Community Strategic Plan was created to serve as a roadmap for the HR community to define our priorities, chart a course for the Navy Total Force, and direct our future efforts. The execution plan will implement this strategy and institutionalize HR service delivery to the fleet, our Sailors, and their Families. This document is the framework to identify focus areas and actions. The recommended coordinating offices/organizations may not be all-inclusive, but should function as a starting point for action officers charged with implementation efforts.



The 2009 graduating class from the U.S. Naval Academy throw their hats in celebration as they are newly commissioned officers in the U.S. Navy and Marine Corps.

SI #1: Responsive to the Fleet, Sailors, and Families

Strategic Objective	Specific Actions	Suggested Coordinating Offices/ Organizations	Estimated Time to Complete
Fleet 1.1. Develop Navy HR strategy for Joint Warfighters and Warfare Enterprises			
	1.1.1. Seek additional N1/J1 positions in each of the Warfare Enterprises	N12, PERS-4	3 years
	1.1.2. Improve HR community participation in strategic planning issues and combat readiness & capability discussions with Warfare Enterprises	HR COE, N1Z	4 years
	1.1.3. Establish an HR strategy cell for strategic HR needs in Warfare Enterprises	HR COE, N1Z	2 years
Fleet 1.2. Expand HR community capabilities and expertise at sea in support of the Total Force			
	1.2.1. Investigate feasibility of creating additional Sea Duty Opportunities, e.g., on Major At-Sea staffs to include a Carrier/Big Deck Amphib HR Dept Head - O5 CDR Milestone that consolidates all functions related to Human Resources (Pers, Training, ESO, Career Counselor, Chaplain, Legal, CMEQ, Admin, partner with CMC, Ombudsman, etc.	N12, PERS-4	2 years
	1.2.2. Perform total review of billet structure of HR officers across the Fleet	N12/PERS-4/NAVMAC	5 years
Fleet 1.3. Provide HR expertise to all Navy HR-related initiatives			
	1.3.1. Catalog current initiatives and document HR role. Increase participation in areas where we are able e.g. conversion of NSPS back to GS	HR COE/N12	2 years
	1.3.2. Ensure HR community fully supports CNP initiatives through coordination with N1Z	N12	1 year
Fleet 1.4. Support improvements to family and personnel readiness			
	1.4.1. Partner with key stakeholders, to include N135, BUMED and CNIC N9/N1/N5 to improve family readiness	N135	1 year
	1.4.2. Align all PSD policy, execution, and resourcing functions under one domain (CNP), using NPC as the execution arm	PERS 26	5 years



HR officers from Midsouth region gather for training.



Recruiters from all over the nation are congratulated at an awards dinner in Washington, D.C.

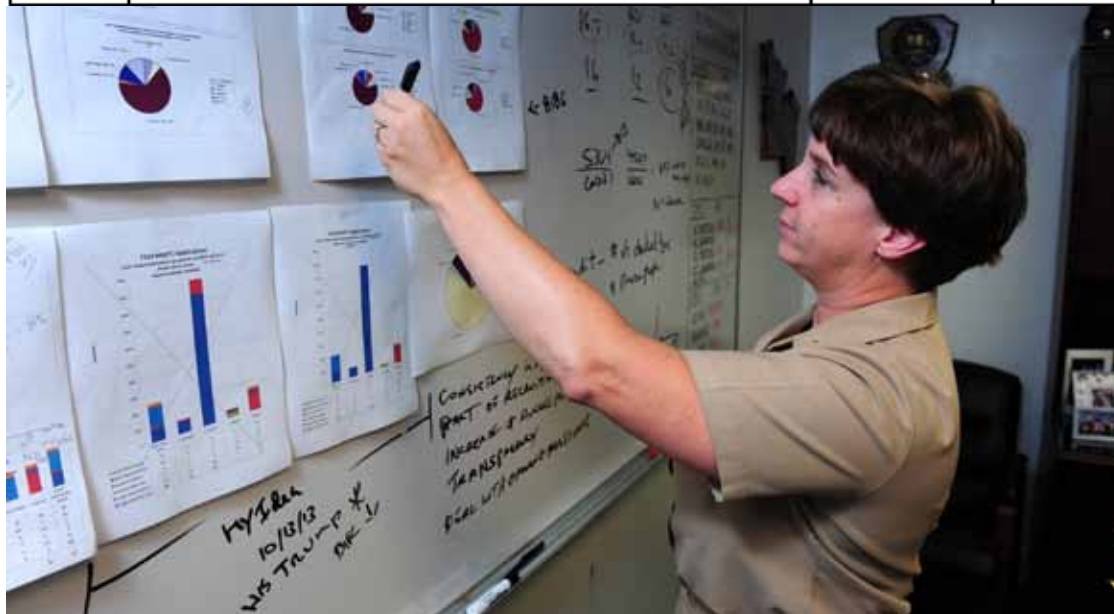


2. SI #2: Leader in Human Resource Solutions and Innovations

Strategic Objective	Specific Actions	Suggested Coordinating Offices/Organizations	Estimated Time to Complete
Innovation 2.1. Leverage R&D, modeling and analysis to find innovative HR solutions			
	2.1.1. Partner with various organizations to improve modeling for processes such as strength planning, accession planning and supply chain management	PMO, NPRST, NWC	2 years
	2.1.2. Assist Navy in developing government to industry partnership or relationships to develop HR systems that will support future force HR requirements and improve HR Functions in the Navy	PERS-2, CNRC, N12	5 years
	2.1.3. Review HR Officers attending Higher Education institutions to ensure proper utilization of the education skills that have been obtained to deliver innovative solutions for their follow-on tour	Pers-4421, HRCOE, NWC	1 year
Innovation 2.2. Develop strategic Navy HR network			
	2.2.1. Expand the HR Center of Excellence role to include service as a repository of lessons learned, best practices, continuous process improvement initiatives, strategy templates, mentoring tools and solutions.	HRCOE	3 years
	2.2.2. Create a centralized HR network as a resource for HR Solutions to include HRCOE, NWC, NPS, NPC, CNETC, and other major HR Stakeholders. Improve capability to provide HR community knowledge management such as reach-back and help-desk capability	CNPC, CNETC, CPPD, HRCOE	4 years
	2.2.3. Create resources for HR community members, think-tanks, and training plan development	CNPC, CNETC, CPPD, HRCOE	5 years
	2.2.4. Create HR Community of Practice website as useful and productive tool for all HR Officers	Pers-4421, HRCOE	4 years
Innovation 2.3. Attract, recruit, and retain the best of our nation's diverse talent for the NTF			
	2.3.1. Determine options to deliver competency-based and mission focused force	N13, N15, N1Z, CNRC	3 years
	2.3.2. Look for areas to influence improving NTF diversity policy and execution	N13, N15, N1Z	4 years
	2.3.3. Increase HR officer community involvement in Family readiness, Quality of Life programs, non-pay incentives, career management opportunities, etc., to improve retention efforts	Pers-6, Pers-2, Pers-3, CNIC N1/N9, N13	3 years
	2.3.4. Review the Navy value proposition to find its core competencies/selling points in order to best market/position the Navy as an employer of choice	N1Z, CNRC	2 years
Innovation 2.4. Increase involvement as functional managers on HR management system initiatives			
	2.4.1. Ensure HR Community involvement in the Human Systems Integration Initiatives, and explore creation of HSI sub-specialty code	NAVSEA N1, PERS-4421, Pers-3	2 years
	2.4.2. Ensure HR Community involvement in HR Information Technology solution initiatives to include upgrades of legacy IT systems and databases or conversions to compatible systems	OCM, CNRC, PERS-2	4 years
	2.4.3. Ensure HR involvement in Financial and Resource Management initiatives	N10, N80, CNPC	3 years



3. SI #3: Integrated Team providing World Class HR Services			
Strategic Objective	Specific Actions	Suggested Coordinating Offices/ Organizations	Estimated Time to Complete
Team 3.1. Continuous improvement in HR community management			
	3.1.1. Evaluate effectiveness of the HR certification and if valuable, examine ways to fund for all officers seeking certification. Add/modify HR certification to be more relevant to Navy HR Mission Areas to establish a standardized foundation for all HR officers	HRCOE, PERS-4421, NWC	3 years
	3.1.2. Continuously improve HR processes by implementing the human resources strategy, facilitating organizational change, and formalizing an HR Officer training and education pipeline. Designate priorities to JPME, HR Professional Certifications, and Advanced Degrees to facilitate a balanced approach to career management especially for those officers who have limited time to obtain the certifications prior to a selection board.	CNETC, HRCOE, HR EB	4 years
	3.1.3. Review HR core competencies to address: (1) Usefulness of CCA profiles, (2) Alignment with Strategic mission areas, (3) Possible additional/future CCA areas (Civilian HR Management (HROs); Care for the Navy Family (MWR/FFSC, CNIC N9, PERS-6); HR IT Systems Analysis; Financial/Compensation Analysis (PSDs, OPNAV N130 / N10 / N80 / N153, etc.); Human Systems Integration), (4) Leadership vs. Staff Competencies, (5) HR generalist vs. HR specialist Competencies, (6) Breadth vs. Depth of core competencies, (7) Number and type of competency or combination of competencies needed in inventory, and (8) Consideration for milestone credit to previously held billets prior to HR re-designation if member held such billet	HRCOE, PERS-4421, OCM	5 years
	3.1.4. Analyze current HR community lateral transfer accessions in order to ensure we are getting top officers with the right ideas and motivations for joining the community	PERS-4421, OCM, HRCOE	2 years
Team 3.2. Leverage opportunities to integrate the NTF HR community to include AC/RC, officer, enlisted, and civilian			
	3.2.1. Examine feasibility of "HR Community" comprised of 120x's, LDO/CWOs, Enlisted (PS, NC, CCC, YN, etc), and civilians (HRO employees, 0343's, and all civilians working in HR related jobs)	Pers 40, Pers-4421, OCM, OCHR	2 years
	3.2.2. Collaborate with OCHR to improve integration of military and civilian HR communities	OCHR, Pers-4421, OCM	5 years
	3.2.3. Study the equality/representation/integration of 1200 and 1207 billets to improve detailing, training and professional development of all 120x Officers. Explore new ways to improve integration of 1200/1205/1207 designators	Pers 4417, Pers-4421, OCM, OCMR, FTS Detailer	2 years
Team 3.3. Review NTF HR services delivery for efficiency and effectiveness			
	3.3.1. Review all facets of HR to ensure the HR Officer community is involved in all HR-related management and execution functions including Civilian HR Management (HROs, jobs at SECNAV OCHR, etc.), Care for the Navy Family (running CNIC Region N1s and N9s, Fleet Family Service Centers, MWR services), Compensation (PSDs, OPNAV N130, OPNAV N153, etc.)	N13, CNPC, PERS-2, CNIC N1/N9, ASN M&RA, Pers-6, OCHR, N15, Pers-4421, OCM	5 years
	3.3.1.1 Examine feasibility of additional HR services leadership positions to execute service delivery: (Commanders, Commanding Officers, and Executive Officers) Examples include TSCs, ROTC's, Base COs, Fleet and Family Service Centers, etc. Base COs are responsible for all facets of HR service delivery (managing all military, civilian personnel, and contractor workforce; managing PSDs; managing HROs; managing service delivery to Sailors, families, MWR, FFSCs, etc)	Pers-4421, OCM, CNIC N1/N9, OCHR, Pers-6	2 years
	3.3.1.2 Examine feasibility of additional HR services resourcing and policy positions	CNPC, Pers-2, Pers-6, Pers 4421, OCM	4 years
	3.3.2. Develop feedback mechanisms to evaluate all aspects of HR service delivery initiatives	CNPC, Pers-2, Pers-6, Pers 4421, OCM	3 years
	3.3.3. Partner with recruiting command and coordinate with DON civilian HR networks to evaluate effectiveness of our programs	CNRC, OCHR, HRCOE, CNPC, OCM	5 years



Special thanks go out to the Strategic Planning Team who authored this strategy and execution plan. The members included: LT David Mack, LT Jeffrey Morin, LCDR Jason Hudson, LCDR Tasya Lacy, CDR Kathy Kerrigan, CDR Gary Lefebvre, CDR Sean McDonald, CDR Michael Schwerin, CDR Tammy Shelton, CDR Rick Tolley, CDR Will Kronzer, CAPT Todd Rose and CAPT Cindy Tobin-Payne.



**THE FUTURE MAY BE UNCERTAIN.
BUT, WE'LL BE READY.**

The Navy's HR community plays a vital role in ensuring we have a continuously ready workforce capable of executing global missions at all times.

"Our Sailors, Navy civilians, and their families underpin our Maritime Strategy and are the foundation of our nation's global force for good. We have great ships, aircraft, weapons, and systems, but it is our skilled and innovative Sailors who turn these ships, aircraft, and technologies into capabilities that can prevent conflict and win wars."

— Admiral Gary Roughead, Chief of Naval Operations
9 March 2010

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